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AUGUST 1963

# Rural Lines

RURAL ELECTRIFICATION ADMINISTRATION • U.S. DEPARTMENT OF AGRICULTURE A335.8

... FIVE-STAR MEMBER SERVICE PROGRAM

(pages 3 through 12)



Power for the Co-op consumer-member is the theme of this month's cover. All efforts at providing adequate electric service must be geared to the needs of the member-consumer. REA's Five-Star Member Service Program helps cooperatives determine these needs.

### THIS MONTH

Member support—vital to co-op success	3
Member services must reflect today's needs	5
Five-Star program tailored to individual co-op needs	8
The five-star member service program	10
To let city people know	13
Winds of change sweep eastern Oklahoma	15
Electric service goes underground	18
The old inaugurates the new	19

#### SPECIAL NOTICE

RURAL LINES is being discontinued with this August 1963 issue. Our purpose is to serve the information needs of REA programs and its borrowers more effectively through a new approach concentrating on specific subjects with special publications and other means of communication.

# Ru a Lines

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# MEMBER SUPPORT -- VITAL TO CO-OP SUCCESS

by Norman M. Clapp, REA Administrator

Cooperatives have a story to tell.

Through the REA program rural electric systems are successfully employing basic equalizers provided for their use to help offset the high-cost handicaps faced in serving rural areas.

A further equalizer—one which most of the rural consumers have provided for themselves—is in the nonprofit nature of their operations under cooperative ownership.

A cooperately owned system should provide many built-in advantages where its policies are responsive to the needs and desires of the membership. Where this is the case the primary objective of management centers on the goal of the REA program itself. That is, to achieve a parity in quality and rates for service in rural areas with service provided in the higher-density urban areas.

Under cooperative ownership, as a member's use of power increases, so does his investment in facilities. The rural electric cooperative member should accordingly understand how his system is growing in effectiveness, usefulness and value to him.

The question that rural electric management must face up to is whether it is utilizing most effectively the resources available for improvement. Any electric cooperative, or any other kind of enterprise, can always find ways to improve its services and performance. Among all REA electric borrowers, the extent of "service-mindedness" of individual systems ranges on a broad scale, just as broad as the variation in such measurements as power sales, rates, special services, membership loyalty and public acceptance. Many factors influence an individual cooperative's success, but a major factor is the extent and manner in which members' needs are being met.

Where members feel a sense of participation and pride in *their* cooperative, it is generally a reflection of effective use of available resources through sound policies and good management.

REA is making an all-out effort to help cooperatives help themselves by asking them to take a fresh look at their own objectives and how well they are carrying them out in light of today's needs. We call this the Five-Star Member Service Program, since it deals with five major areas of members' interest and participation in their cooperatives.

Through the use of the Five-Star program, boards of directors and managers will be able to determine what areas of their own service program need strengthening. A recognition of what needs to be done is the first step and a vital one. What remedial action should be taken comes next, and this, of course, is the real test.

To meet the standards of permanence necessary in the years ahead requires well defined objectives, good planning toward achieving them, resourceful management and growing member participation. Operations will continue to expand as electric power is used in greater quantities and the service areas themselves develop, but the cooperative must not lose in bigness the distinctive personal touch and the close contact necessary to meet the individual needs of members.

The Five-Star Member Service Program is intended to set the stage. Properly used, it can become a valuable tool in the hands of enlightened cooperative management. It is a technique we can use to fullest advantage to make rural consumer-owners an effective force in their cooperatives.

#### Five-Star Program to Date —

The Five-Star Member Service Program, just 2 months old, already has exceeded expectations.

To date, 25 Statewide Associations have requested presentations by members of the REA staff.

Reports from REA Operations Field Representatives show that most borrowers have asked for an opportunity to get started with programs of their own. In several instances, Co-op managers have requested the OFR's to give presentations of the program to their employees as well as to boards of directors.

The most widely heard comment—"why wasn't it started sooner?"

# Member Services Must Reflect Today's Needs

by Edward F. Wilson,
Deputy Assistant Administrator—Electric, REA

Rural America today is quite different from what it was in the 1930's and '40s. Have your cooperative's services changed? If not, you may risk the very survival of your rural electric cooperative.

Membership is changing. There are changes in the attitudes of the people who use the power. With these changes, there comes a need for a change in your member service.

More than half of the billings of rural electric cooperatives are now to rural and suburban nonfarm consumers—to commercial and industrial rural users. Population expansion accounts for a part of the continuing urbanization of what were once farm lands and rural communities. With the availability of adequate power, industrial plants are locating in rural areas and adding a stimulus to the flow of new residential consumers into service areas of the rural electric cooperatives. In some counties whole new towns have sprung up around newly located factories or military installations.

#### Today's Consumers Are Different

For a great many REA borrowers, their consumers are no longer people who once cleaned kerosene lamps, or cut wood for kitchen ranges. They are people who have always been accustomed to having electricity readily available. They are the new generation of rural residents who cannot remember the dark nights and hard days be-

fore rural electrification. Quite naturally, they have no personal feeling of the cooperative's accomplishments in simply making electricity available.

For a time, rural electric cooperatives' service programs dealt pretty largely just with making power available. The construction of needed lines seemed to be an adequate reason for the existence of the cooperatives during the formation days.

Soon, however, farmers began to apply this power to their farming operations. The need for additional power began to arise as businesses began to locate in rural areas. With the tremendous increase in demand for power from farmer-members, the rapid spread of suburbia to once rural areas, and the rising interest of industry attracted by the availability of land for expansion, other electric suppliers are taking a second look at the areas they once considered unprofitable.

Rural electric cooperatives point out that they developed these territories and therefore have a prior claim to serving them. We who have worked together in this program may say to each other we think this is a valid claim. But from a practical standpoint, it is more important for the rural areas to claim the cooperative as its rightful source of electric power. Justly or unjustly, rural electric cooperatives must expect to receive support today on the basis of what they are doing today, not for what they did 25 years ago.



Non-farm consumers, representing four out of five new connections, have been accustomed to electricity at the flick of a switch, with little concern over how it is brought to them.

These new consumers are a real challenge to rural electric systems. What kind of service do they demand? What kind of members are they? What do they expect of their co-op? And what can the co-op expect of them?

New nonfarm consumers—and four out of five new connections fall in this category—are likely to have had an impersonal and limited relationship with their former power supplier. The electricity was there to use when the switch was flipped and the bill came once a month.

Coming into the service area of a rural electric co-op, the former city consumer finds that he must "join" the association that provides him power and light. He pays a membership fee, which may be a new experience for him. He is expected to assume responsibilities of joint ownership, something he may not understand if he has not previously belonged to a cooperative or had cooperative principles explained to him. He may not readily see the

reason for reading his own meter, the need for attending an annual meeting, or the importance of protecting the co-op's property. He knows nothing of the advantages of capital credits.

#### **Industry Poses Special Problems**

The increasing number of commercial and industrial establishments within areas served by rural electric co-ops pose problems needing specific attention. These establishments consume exceptionally large quantities of power, require in some instances special system construction and installations, and ask for, and sometimes can justify, lower rates.

In some areas, vacationers and other part-time residents have increased to the point where there is a service problem and organizational difficulties as well. Part-time residents may find it difficult to attend annual meetings and have representation on the board, yet in at least one instance they make up one-third of a co-op's membership.

These consumers, although only parttime members, present a golden opportunity for cooperatives to get their story to the cities. Much of the unjust criticism of a cooperative can be dispelled through well-oriented members carrying the true facts home with them.

The job facing today's rural electric cooperative is to provide a quality of electric service equal with or superior to what can be obtained from other suppliers; to make it available with a personal touch which reminds members they are the owners of the business. Electric service must be accompanied by additional services which enable members to receive the degree and type of electric service most advantageous to their needs. And finally, all these things must be done at rates comparable with those of suppliers serving urban and denser areas.

In addition to being service organizations, cooperatives must be sure their members are informed of what is taking place. Are members fully aware that they are the owners of their electric facility? Is the cooperative story part of their education or do they look on their cooperative as just another business?

These are some of the problems facing cooperatives today but they are vitally important ones. Unless cooperatives provide service to their members over and above what they could get from other suppliers, and unless members can be made aware of these facts, of their responsibilities, and benefits as owners, there may be some hard times ahead.

In presenting the Five-Star Member Service Program, REA does not offer a patent medicine. However, the Five-Star Member Service Program does offer to each board of directors a systematic basis for taking an inventory of where their cooperative is, where it is going—and how to make a little more sure of its security and effectiveness.

Furthermore, when a cooperative has developed its Five-Star Member Service Program to the point where it is going all right, the board can more readily check to see that it holds this position.

The installation and promotion of outdoor safety lights is one example of a service to consumer-members of electric cooperatives.



# Five-Star Program Tailored To Individual Co-op Needs

by George D. Munger,
Member Service Coordinator, REA



Much has been said about the importance of good member relations, and much has been done about it. REA's Five-Star Member Service Program presents a new approach towards improving the relationship between cooperatives and their members.

By drawing on experience gained through working with hundreds of REA-financed cooperatives around the country, and sorting through the many good ideas they found there, the staff of REA have categoried cooperative member relations activities into five major areas.

For the first time, an all encompassing program of member relations has been developed. Heretofore, because of the very complexity of such an undertaking, only specific areas of a total member service program have been stressed.

Unveiled at the annual conference of REA field representatives held in June, the Five-Star Member Services Program is the most important job REA will undertake in 1963.

By organizing all the many facets of a good member relations program into a form which cooperatives may use to analyze and revitalize their own member programs, Five-Star becomes a significant tool for forward-looking cooperatives.

#### Self-Analysis

Basically the program is one of selfanalysis coupled with positive action.

Interested boards of directors are asked to review their total member programs, using, as a guide, a series of thought-provoking questions prepared by REA. Board members are asked to give consideration to such questions as "What percent of your members fulfilled their ownership responsibilities by participating in the last annual meeting?" or "Do you have a preventive maintenance program geared to avoid inconvenience to members?"

The purpose of this 47-question inventory is to enable board members to see where weaknesses in their member programs lie so they can better plan action to strengthen these areas.

To be sure, many of the areas explored by such a self-appraisal will at present be adequately covered by individual cooperatives. Cooperatives would not be as successful as they are unless such was the case.

However, any good operation needs constant checking, and in reviewing the many aspects of member relations included in the questions, the one or two weaknesses uncovered might prove to be key areas.

After directors have established where weaknesses might lie, their next step is to review these suspect areas in the light of strengthening them.

#### **Evaluation and Review**

The Five-Star program has provisions for this step also. Appraisal questions aimed towards digging deep into specific areas of member relations programs have been developed. For example, in the area of a cooperative's policy toward service to members as a paramount goal, some of the following questions are posed:

"Do we periodically review our established programs to determine that they adequately meet the need of members?" and "Do we have a loan program for use of members in purchasing electrical equipment?"

By examining their answers to questions posed at these meetings, board members will be able to identify problem areas. Once problem areas are identified, it is expected that action will be forthcoming. This action can fall into three categories.

The first, of course, is immediate action to solve an apparent need. Perhaps a board may decide to revise its plans for an upcoming annual meeting, or change a policy directive to foster member participation in co-op activities.

A second way in which action can be taken is for the board to request specialized assistance in solving a problem. This assistance can come from a variety of sources: from REA field engineers or field accountants; from specialists in REA's Washington office; or from other organizations such as the National Rural Electric Cooperative Association or private advisory groups. Recommended courses of action are

With simple visual aids, the REA fieldman outlines the Five-Star approach.







REA fieldmen, as part of their normal routine, meet with managers, directors, and consumers of cooperatives to gain a better insight into the problems of specific service areas.



referred to the board by these groups for their approval.

A third approach is to explore problem areas in more detail at subsequent meetings. REA Operations Field Representatives are prepared to assist directors in these follow-up meetings to to probe into the underlying causes of their problems, and come up with workable solutions.

Subjects which might be discussed in these meetings include: load development and educational activities; member and public relations; and internal and fiscal management.

Field representatives are equipped with the latest data and materials to help borrowers in developing their desired programs. As further materials become available, they too will become resource materials of OFR's.

The Five-Star Member Service Program is a vehicle, not a solution to all problems. REA field representatives have the information on the program and are ready and willing to provide all the assistance requested in implementing it.

The evaluation of the needs for individual cooperatives, and the way these needs are met, however, are decisions to be made only by the cooperative. The new member service program is designed to help cooperative borrowers maintain their member image at the highest possible level. It is hoped that all electric cooperatives will make maximum use of it.

"The role of REA is not finished, as some would believe . . . the key to this century is power . . . power on the farm as well as the factory—power in the country as well as the city."

President John F. Kennedy Pierre, South Dakota August 17, 1962

### TO LET CITY PEOPLE KNOW

Although the story of rural electrification is a familiar one to its many beneficiaries, the problem of informing people in cities and towns of the many obstacles rural systems must overcome is a difficult one.

How to explain to city people, that a mile of rural power line often serves only two or three consumers, while a mile of line in town may serve a hundred homes? How to show city residents the nearly impassable roads rural systems must use to maintain their lines? And how to make city people aware of the high investment rural people have made in lines and transformers which are now idle because of the decline in farm population? These are but a few of the facts of rural electrification life which, if they were understood by city people, would make them less sympathetic to the many attacks on rural electric cooperatives they read in their daily papers.

#### Honorary Board Started

The York County Rural Public Power District of York, Nebraska, is one cooperative which has done something to get to these people. In January of this year, the board of directors inaugurated a program of inviting leading businessmen to be honorary board members of the cooperative. Since the service area of York County RPPD covers the two counties of York and Fillmore, an honorary member is selected from each county. According to York's manager, Roy Speece, the

program was adopted to help community leaders gain a better understanding of the rural systems, their problems and accomplishments.

Honorary members are asked to serve for three months. A three month tenure was selected because the board felt that too long a time might be burdensome, and a lesser time might not accomplish the desired results.

Raymond L. Ronne, president of York, says "Three months may be too short a time, but we feel that once an honorary member, always an honorary member and we invite follow-up participation on a voluntary basis. We want these fellows to feel as though they are always honorary members and as such are always welcome."

The first two honorary members selected were Marion Bonham, President of the First National Bank of York and John Bixby, owner of the Bixby Insurance Agency of Geneva and an organizer of a proposed new bank.

Both men readily accepted the York District's offer and have participated in the activities of the directors. They met with the York directors to discuss problems facing the district, asked questions, made suggestions and took part in all board actions except voting. They received the same pay as the regular directors of the district and shared in the decisions made.

Mr. Bonham, when asked his opinion on the value of the program, said, "I certainly enjoyed my term as an honorary board member. I learned At the February board meeting of York County RPPD, Honorary Director Marion Bonham, (foreground, back to camera) listens while Manager Roy Speece (in front of blackboard) discusses power issues.



many things and disposed of many false impressions that I had accumulated over the years. I would highly recommend that any business or professional person who has the opportunity should serve as an honorary member and get to know the inner workings of the local rural electric program and the people who run it."

It must be pointed out that a program of this sort puts an extra burden on the manager and the regular directors. Explanations, discussions and procedures must be geared to the beginning board member.

#### Board is Re-educated

York manager Speece, however, says that this problem does not give him much cause for concern and President Ronne feels that this more explanatory approach has helped re-educate some of the regular board members on points that are all too often forgotten in routine meetings.

Some of the extra work required of the manager is the preparation of background materials to orient the new members. Mr. Speece prepared three papers for this purpose.

A short history of the York County RPPD tells how the district was organized in 1939 to serve 118 customers and how it has grown until it now serves 2,400 farm families, 36 rural commercial companies, 325 irrigation installations, and 25 schools and churches with over 1,500 miles of line.

In the second paper, concerning rural electrification throughout the nation, Mr. Speece points out that electricity on the farm has meant a higher standard of living not only for farm families but for city residents as well through higher quality milk and food products at lower prices.

The organization of public power in Nebraska—both rural and urban—is the subject of the third paper. It describes the Nebraska Public Power system, and explains the origin of some of the disputes in power affairs.

Although only six months or two terms in the program have been completed, York's board of directors feel that they can already see marked progress in an informed public and in their public relations. Manager Speece states that local businessmen have asked him questions that had to be an outgrowth of the program. Also, favorable publicity has been given to the idea in the two leading newspapers of the area.

At their July meeting, the third set of honorary directors were selected, and it is the intention of the cooperative to continue this program as long as it continues to fulfill its objective of contributing to a better understanding of the problems of the rural electric program to city people.

# Winds of CHANGE Sweep Eastern Oklahoma

The "winds of change" are blowing in eastern Oklahoma.

And it's about time, says Otha E. Beard, manager of Kiamichi Electric Cooperative, at Wilburton, and many other residents.

Before World War II this was cotton and corn growing country. Although the area began to convert to more profitable beef cattle operations during the war, progress was slow.

In 1952, four years after the lines of the cooperative were first energized, average electric consumption was only 60 kwh per month.

In 1955, 48 percent of the people of Latimer County, where Wilburton is located, were receiving some form of public assistance.

In 1959, according to a survey conducted by the University of Oklahoma, per capita income in the county was \$753. For all five counties served by the cooperative, per capita income averaged \$927.

Even today, many residents of these counties go to California to pick vegetables and fruit, then return home until the following season. Average electric consumption is an unglamorous 190 kwh per month.

But during the past three years, signs of improvement have become evident. People have moved in from Texas and other places either to retire, to invest in land, or to engage in raising beef cattle. To develop land for this last purpose requires bulldozers, hiring labor, and purchasing supplies and equipment—all of which raise the level of the local economy. Developed land, says Beard, can feed one animal per acre; underdeveloped land requires 10 acres for one animal.

#### **Rural Industry Stimulated**

In addition, broiler chicken farms are being established; an upstream dam development is taking place; natural gas wells are being drilled; lake resorts are being established. A new county hospital has been built at Wilburton, as well as two new medical clinics, a funeral home, a 32-unit motel, two housing developments, and a bowling alley. A new post office building is coming soon.

The psychology is changing too. Residents are actively seeking new people and new investors. An active committee, of which manager Beard is a member, is stimulating growth. As a result, new faces are appearing in the Chamber of Commerce and other civic organizations.

Everybody is looking ahead to the completion next year of Eufaula Lake, which will have the longest shoreline of any man-made lake in the United States. It is part of the multi-purpose development of the Arkansas River. Since the south portion of the lake is served by the cooperative, it will have to relocate some 50 miles of line. Already owners of some week-end cabins have applied for service.

#### Kiamichi Was Slow to Start

Kiamichi Electric Cooperative (named after a local mountain range) has had similar rough going. Although it was organized in 1939-40, it was not energized until 1948, since it was confronted with heavy postwar costs and rocky, mountain terrain. But by 1952 it had reached its present size (a stretch of territory running 94 miles east to west, and 60 miles north and south) and had 4800 consumers.

But it was not yet over the hump, as Otha Beard found out, when he came to the cooperative as manager in July 1952. He was well qualified for his new position, having worked many years for firms which provided engineering services to several REA electric borrowers in Texas, and for three years as assistant manager of Tri-County Electric Cooperative at Hooker, Oklahoma.

The condition of the cooperative was appalling. It was rent from top to bottom with dissension, and heading toward a court case to determine which board of directors was the legal one. His contract called for the board directors to exercise authority on almost every level, leaving him with nothing but the blame if things were wrong.

It was under these conditions that Beard learned some basic lessons on



Co-op Manger Otha E. Beard.

management. They emerged in his answers to the question: what advice would you give a person who had been offered his first position as a manager?

## Advice for Future Managers His response was:

1. Don't take the job unless you have a clear idea as to what you want and what the position entails.

2. Make sure you have authority as well as responsibility.

3. When you feel you're in the right, stick to it, even if the board members oppose. Raise the point again next time if it's rejected at first. Never hesitate to give the board your opinion.

4. Know every phase of the operation—from bookkeeping to pole climbing.

5. Every consumer is your boss, and can give you trouble. Conversely, every consumer is a potential friend.

On the surface, the cooperative looks much the same today as it did 15 years ago. It has 5,660 consumers: all but 500 of them are rural residents. It has only 193 commercial users, all small. Its largest load is a 52-unit all-

electric motel. It serves no incorporated towns or villages. It has fewer than 4 consumers per mile.

But underneath, change is evident. The cooperative got out of the red for the first time in 1958; in 1962 it earned margins of \$60,000. For the first time, the cooperative is faced with the problem of determining rates for medium and large loads.

But a decade of handling Kiamichi's economic problems has left deep traces on the way Beard operates. They are particularly evident in the way he watches costs, and in his hard-hitting but thrifty appliance promotions.

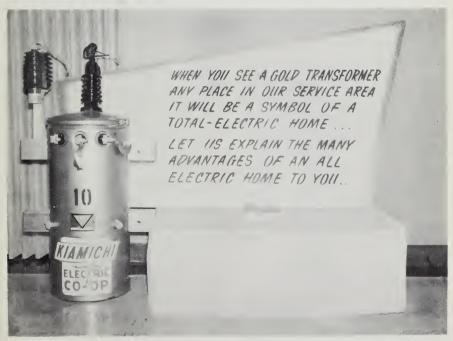
He manages to operate his trucks at 6 cents a mile, and follows the slogan: "Always ask the price before you buy." For larger purchases, he requires bids from as many suppliers as he can find. He restricts publicity to display advertisements and to a newsletter which

is published every three months. However, the statewide publication is sent to all members.

To increase power use, the cooperative relies mainly on incentive payments, offering \$20 on each of the following appliances: electic water heaters (230 volt, 30-gallon capacity or larger with dual elements thermostatically controlled); electric ranges (230 volt); electric home freezers (10 cubic feet or larger). It also has a cash incentive program for the installation of electric heat.

Through the cooperation of Kiamichi, 4-H electric workshops have been conducted at various schools in their service area. Electrification advisor Carl Standerer works with older 4-H boys to teach them fundamentals of electrical wiring, and at the same time provide good will for the cooperative in the community.

A lobby exhibit used by Kiamichi Electric Co-op to stimulate the construction of all-electric homes in its service area.



AUGUST 1963 17



## ELECTRIC SERVICE GOES UNDERGROUND

A trench to carry telephone wires and a water line as well as underground electric service is prepared by a member, as Co-op Manager Richard Smith (at right) looks on.

An Indiana electric cooperative has scored a first in its area with the announcement of free underground service to new consumers.

The Whitley County Rural Electric Membership Corporation at Columbia City, by vote of its board of directors, will furnish single phase service to new consumers having a minimum rating of three-wire, 100 amperes capacity and a maximum rating of 400 amperes.

Announced late in April, the program was made retroactive to January 1, 1963. Nine residential underground services have been connected since the first of the year, compared with twenty-four overhead services.

Whitley County REMC Line Superintendent Judson Taylor predicts that 80 percent of the co-op's future new services will be underground. At the present time, only 274 of its 4,700 consumers have underground service.

Under the plan, the cooperative furnishes, installs, owns and maintains the underground wiring from the pole to the meter. However, any conduit or metallic tubing required on the consumer's premises must be furnished and installed by him. The outdoor meter is located at a point mutually acceptable to the co-op and the consumer.

Free underground service is limited to 150 feet in length, measured from the pole to the structure.

The consumer is further obligated, at the time of original installation or whenever replacements or repairs become necessary, for obtaining necessary easements; providing rights-of-way; digging the trench; and all backfilling.

During construction, replacement, or repairs of underground conductor, the co-op is freed from responsibility for damage to shrubs, trees, flowers, lawn, hidden plumbing, sanitary facilities, or wiring within 5 feet of the trench.

18 RURAL LINES

Robert Barron, Power Use Advisor for Whitley County REMC, reports that a recent storm caused interest in underground service to run especially high. Underground installation not only improves the appearances of farms and suburban homes, but also eliminates stress on buildings caused by the increased weight of overhead wires during and after ice and wind storms.

Builders also go for it in a big way, according to Mr. Barron, because it adds to the value of their homes without increasing building expenses.

#### **Other Services**

Free underground installation is but one of the services offered by Whitley County REMC in its continuing program of providing as many benefits to members as possible.

Others include the installation and maintenance of security lights at a nominal monthly cost, and a special "TEL" rate for those whose residences qualify as total electric homes.

A total electric home, as defined by the cooperative, is residential service whose sole source of heat for its dwelling space is electric. An electric water heater is a further requirement, also other appliances owned, such as ranges, clothes dryers, refrigerators and freezers must have electricity as their sole source of power.

The "TEL" rate is as follows:

For the first 200 kwh used per month, 3 cents per kwh. The next 600, 1.5 cents per kwh, and for all over 800, 1.2 cents per kwh. For services with approved water heaters, the last 400 kwh used in any given month is billed at the rate of 1 cent per kwh, provided the consumer first uses at least 200 kilowatt-hours billed in accordance with the "TEL" rates.

A minimum monthly charge for "TEL" consumers is in effect for a full calendar year.

# The Old Inaugurates the New

Tonaka, a 115-year-old Indian, makes the first phone call on the new dial system of the Pine Telephone Company, soon to be headquartered at Broken Bow, Oklahoma. His call to U. S. Senator J. Howard Edmondson, marks the cut over to all dial service for 1,723 subscribers of the REA-financed company.

Tonaka recalls that in his younger days, his father told him not to make the white man mad or he would shoot him. Consequently, he was afraid of the first white man he met. But that was around 100 years ago.



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